Winnipeg

Embrace the Spirit • Vivez l'esprit

Report on Performance 2000

Presented by: Gail Stephens, Chief Administrative Officer, City of Winnipeg

March 2001

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March 2001

Message from Gail Stephens, Chief Administrative Officer

Dear Members of City Council:

"Embrace the spirit." these words capture Winnipeg's renewed energy and pride. No one understands these words better than your City staff. As a Council, you've set priorities and asked us to make them a reality. We've heard the message, and we've delivered. As we promised, our civic administration is more responsive, innovative, and affordable than ever before. Together, we've made the Year 2000 Winnipeg's best ever!

How do we know we're on the right track? Just ask the citizens of Winnipeg. Since 1998, the number of citizens satisfied or very satisfied with our services has jumped from 78% to 91%. At 91% satisfaction, we're truly the best in the west - we lead Calgary, at 87%, and Edmonton, at 78%. Citizens rate the quality of our services as superior to the federal and provincial governments, and 72% say City services are as good or better than those provided by private business. In 2000, citizens served by civic employees told us that the service had been effective (85%), timely (87%), and courteous (92%). Clearly, our emphasis on service is paying off.

91% of Winnipeggers believe that the quality of life in Winnipeg is very good or good.

What about our cost effectiveness? Once again, we're leaders - we do more with less. Per capita, our revenues are lower than Edmonton or Calgary; in 2001 we'll receive $1,158 per person as opposed to $1,335 for Edmonton and $1,264 for Calgary. But we are stretching our dollars further. Look at our per capita spending: in 2001, we'll spend 9% less than Calgary and 15% less than Edmonton. If you exclude payments on the debt, the difference is even more striking - our spending is 17% less than Calgary and 27% less than Edmonton.

Better management of our core services has made these savings possible. We've analyzed our expenditures on 10 principal services - police; fire fighting; ambulance; libraries; community services / parks and recreation; planning, development and real estate; transit; roads; solid waste disposal; and land drainage. We outperform Calgary and Edmonton because we provide these services more cost-effectively. In 2001, we'll spend 12% less per person than Calgary, and 22% less than Edmonton, on these 10 core City services.

Citizen Satisfaction

In general, how satisfied are you with the services provided by your city? (satisfied & very satisfied)

Note: Edmonton uses a 5 point scale and has 13% neutral

Winnipeg has the highest rating of citizen satisfaction

In 2000, we showed that affordability and innovation can go hand in hand. We're pioneering a revolution in electronic service to citizens. E-government is on the fast track, and the new electronic Citizen Information Service is up and running: it's a first in Canada. Departments from Public Works to Water and Waste have introduced new information and customer service features on the Internet. Our new assessment valuation preview process gave citizens instant electronic access to their assessment information – now, for the first time, questions and concerns can be resolved before the roll is issued. Soon Winnipeggers will be able to buy permits, register for recreation programs, and map their bus routes on-line.

Throughout the year, we looked for new and better ways to do the City's business. On January 1, 2000, we established the City's first Special Operating Agency, Animal Services. This first SOA had a successful first year of operation, and we are planning for more. We've developed a new monitoring and reporting process for our SOAs, so that we ensure they're meeting your goals. And we developed a plan for better transit that reflects your commitment to downtown revitalization, neighbourhood renewal, and environmental responsibility.

Innovation requires better use of technology and better business practices, and we're developing both. Most of all, though, innovation is about people. In 2000, we completed a full internal services review, to help us enhance management of both our information technology and our human resources. We launched Clerical Beyond 2000, establishing pilot projects to prepare clerical staff for the challenges of the future. And now, in cooperation with CUPE, we've established an Education, Training and Staff Development Fund to help equip the smaller, more skilled work force the City needs.

Above all, we've been responsive to the service priorities you've identified in the community. In 2000, we worked hard to make Winnipeg a safer City for everyone. Under the Building Safer Communities Initiative, staff completed inspections of 27,000 properties, removed 2,200 tonnes of additional waste, and made 175 presentations to Winnipeg youth. The Arson Strike Force made 240 arrests. We helped the Working Group on Domestic Violence develop a $1.4 million implementation plan for better prevention and response.

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including a Domestic Violence Intervention Unit. Our Police Service created a Sex Crimes Unit, a Youth Crime and Issues Coordinator, and a High Risk Offenders Unit. They also provided policing to ensure that high-profile public events like the Winnie-the-Pooh Festival and the Blue Bomber Kick-Off Party went off without a hitch.

We've worked hard to support downtown development, with our cross-departmental "Do It" team. We opened the Winnipeg Housing and Homelessness Initiative Office, in cooperation with federal and provincial staff. To advance your housing policies, we established multi-disciplinary housing teams, and helped high-risk neighbourhoods develop strategic action plans. And we're continuing to plan for better public health as we prepare to establish a new water treatment plant.

As a Council, you've made a commitment to a healthy economy and lower taxes. Once again, we've been able to ensure that your tax reduction program continues - with property taxes declining a further 2%, and business taxes frozen at 1996 levels. Thanks to exceptional returns earned by the managers of our Civic Pension Plan, we've received a $33.9 million refund, with an ongoing reduction in expenses to follow the Plan's restructuring. In 2000, Moody's Investor Services, who rate the City at A1, upgraded our outlook from stable to positive, while Standard & Poor's, who rate us at AA-, upgraded our outlook from negative to stable. Our fiscal progress has been recognized.

The Year 2000 has been remarkable for progress and achievement across the organization. On behalf of all your staff, I would like to thank you for the opportunity to pursue Council's vision. I also wish to thank every staff person who worked so hard to bring that vision closer to realization. This year, we embraced many opportunities, and caught a glimpse of a truly exciting future.

Yours sincerely,

Gail Stephens

Gail Stephens

Winnipeg's 2000 results:

Top 5 Services out of 25

Parks and Green Spaces	96%
Fire Protection	95%
Recreation Services	94%
Libraries	92%
Garbage Collection	92%

20 of 25 services have over 80% satisfaction

"The best way to predict the future is to create it."

Peter Drucker

Plan Winnipeg - Council's Long-term Vision

Plan Winnipeg is a comprehensive plan that identifies Council's long term vision for Winnipeg and the strategic direction that will be implemented to meet the opportunities and challenges in our community. Plan Winnipeg is the city's master blueprint - all plans, budgets, programs and services are guided by this plan. This strong alignment assists Council in leading the civic organization and in making the best possible use of our resources. Most importantly, Plan Winnipeg identifies the means by which Council, the administration and the community can work together to achieve Winnipeg's full potential.

THE VISION:

"To be a vibrant, healthy city which places its highest priority on quality of live for all its citizens."

Plan Winnipeg includes five chapters, each reflecting areas of priority:

1. Downtown and Neighbourhoods
2. Government and the Economy
3. Planned Development, Transportation and Infrastructure
4. Public Safety, Health and Education
5. Environment, Image and Amenities

This Report on Performance - 2000 describes the administrative response to the priorities of Plan Winnipeg. Previous reports on administrative performance have provided details of accomplishments organized departmentally. This report takes a service-based approach that cuts across department lines. It presents a comprehensive listing of the major activities of the administration over the past year based on the themes of responsiveness, affordability and innovation. These themes are integral to the Mission Statement of the City's Administration which is:

"Working together to achieve affordable, responsive and innovative public service."

The report format intentionally avoids narrative, and instead lists items in chapters according to the goals of Plan Winnipeg. The results demonstrate how successful the City has been in delivering services that respond to our overall stated goals.

Readers' Guide

The first thing you see is a list of the services we provide in support of each Plan Winnipeg chapter.

Second is a list of annual service workloads. This lists the quantity of a service product that was delivered during the year.

Third, you find a list of departmental achievements related to each chapter's goal. All of the activities listed here were completed during the year 2000.

Lastly, an appendix is provided, listing a number of 'Ongoing Initiatives' associated with each Plan Winnipeg chapter. Ongoing initiatives refer to activities that have a life span beyond one calendar year. All of these initiatives were in various stages of development or progress at the time this report was prepared.

Appendix "B" to By-law No. 7100/97

Senior Management Organizational Chart

Gail Stephens
Chief Administrative Officer

CAO Secretariat

City Auditor

City Clerk

Ombudsman

Bob Gannon
Chief Financial Officer

Keith Dowdall
Corporate Finance

Leslie King
Chief of Human Resources & Corporate Services

Brian Moore
Property Assessment

Ursula Stelman
Community Services

Wes Shoemaker
Fire Paramedic Service

Jack Ewatski
Police Services

Jim Thomson
Public Works

Doug Kalcsics
Planning, Property and Development

Cliff Jeffers
Chief Information Officer

Rick Borland
Transit

Barry MacBride
Water and Waste

Bob Tillotson
Winnipeg Hydro

George Gabriel
Winnipeg Hydro

Part One

The Downtown and Neighbourhoods

Report on Performance 2000

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Part One

The Downtown and Neighbourhoods

Community Services
Planning, Property & Development Services

SERVICES WE PROVIDE INCLUDE:

- **Supporting neighbourhood projects**
- **Citizen participation in neighbourhood development**
- **Improving housing stock**
- **Building community capacity**

Annual service workloads at a glance

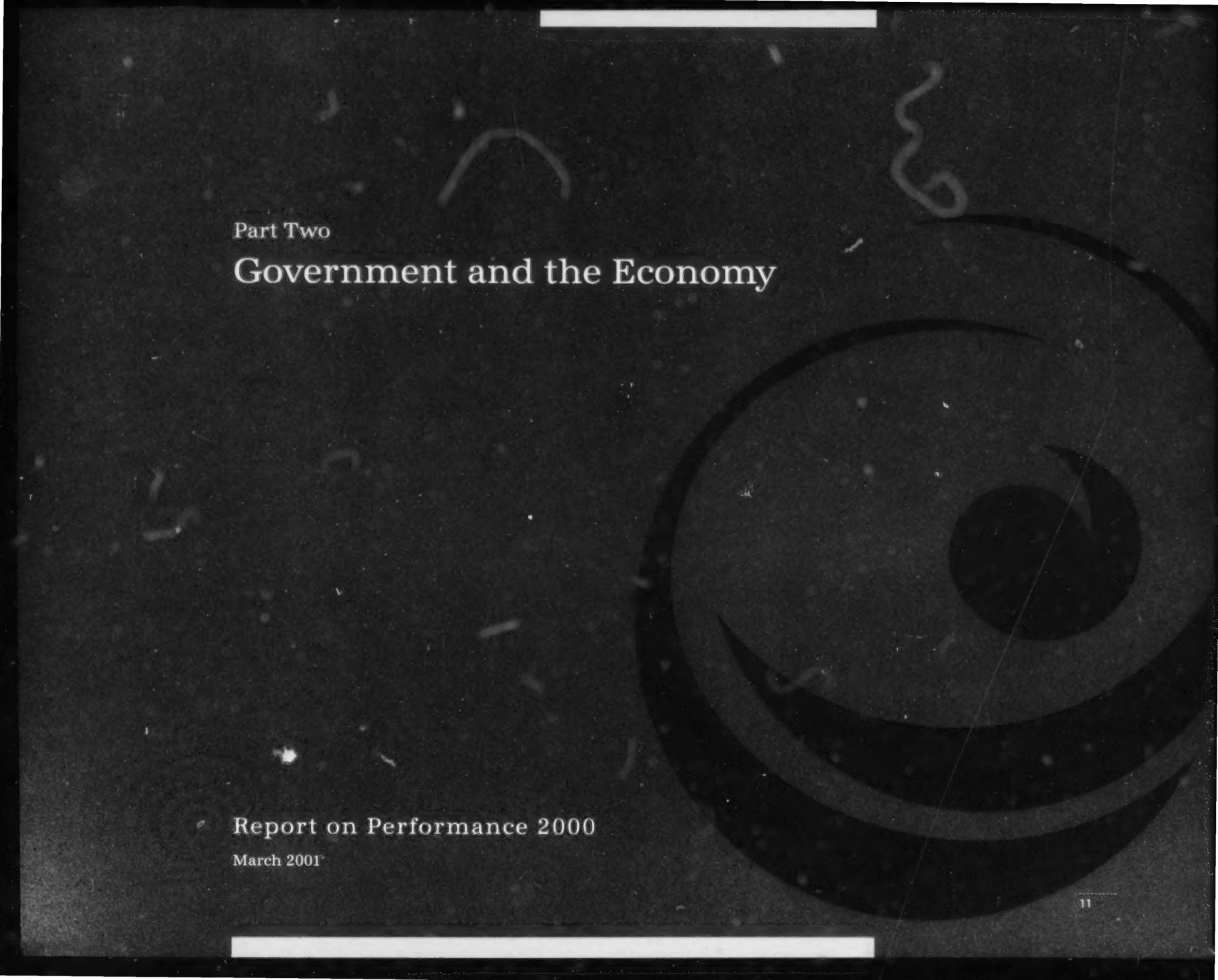
- $15 million in Winnipeg Development Agreements administered for the downtown & neighbourhoods
- 51 community networks involving Community Resource Coordinators
- 30 community forums facilitated
- 55 'Neighbourhood Issues' consultations
- Residential Repair Application Program (RRAP):
  - *300 applications addressed*
  - *110 housing units repaired and renovated (primarily in the inner city)*
  - *6 targeted neighbourhood RRAP intake sessions in the City's highest needs communities*
  - *5 partnerships developed with community non-profit groups to deliver affordable housing*
- 86 community consultations facilitated relating to neighbourhood planning issues and development
- 185 telephone calls to the Housing Improvement Zone (HIZ) hotline between its launch on June 19 and the end of December 2000.
- 3 additional buildings designated as 'historical'

WINNIPEG HOUSING IMPROVEMENT Zone

- Undertook a community consultation process with stakeholders to develop a strategic housing policy and implementation framework adopted by Council
- Identified designated Housing Improvement Zones (HIZ) for targeted assistance
- Established Housing Improvement Zone (HIZ) telephone hotline to field related concerns from the public including vacant buildings, unsafe structures, untidy yards and fire safety concerns
- Opened a Winnipeg Housing and Homelessness Initiative office in cooperation with the Federal and Provincial Governments
- Established multi-disciplinary housing teams
- Established Housing Investment Reserve Fund and approved funding for a number of housing improvement projects
- Completed construction of the "Neeginan" Project, a principal component of the North Main Street Development Program
- Moved development of equivalent building codes forward via Provincial and Federal government discussions
- Completed a retail/commercial policy review and incorporated policies into Plan Winnipeg
- Identified high-risk neighbourhoods and developed strategic action plans for those with priority needs
- Established an inter-departmental "DO IT" team to facilitate and coordinate service in the downtown
- Eliminated peak hour parking restrictions on sections of York and St. Mary Avenues to enhance on-street parking availability for downtown businesses
- Established a joint committee with representation from the Historic Buildings Committee and Historic Winnipeg Advisory Committee to facilitate heritage and design approvals for the Red River College Princess Street Project

- Implemented a Community Resource Model that has resulted in effective partnerships with other health and social agencies, and community groups. These partnerships provide enhanced support and seek solutions for social issues impacting inner Winnipeg neighbourhoods. Staff teams are located at community facilities. These City teams work together with neighbourhood resident associations and assist with issue resolution.

- Developed a downtown database with detailed property and building information including heritage buildings
  - *Heritage component of database completed by Planning, Property & Development*
  - *Other downtown stakeholders to take lead on including other properties*



Part Two

Government and the Economy

Report on Performance 2000

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Government and the Economy

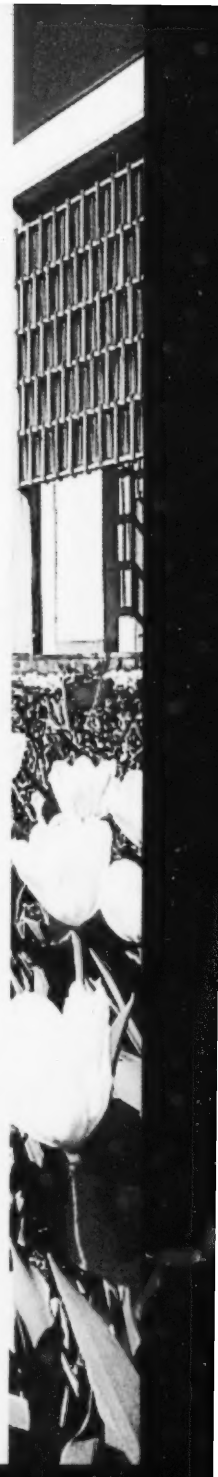
Community Services
Planning, Property & Development Services
Police Services
Mayor's Office
EPC Secretariat
Corporate Services
Corporate Finance
City Clerks
CAO Secretariat
CFO
Audit
Property Assessment

SERVICES WE PROVIDE INCLUDE:

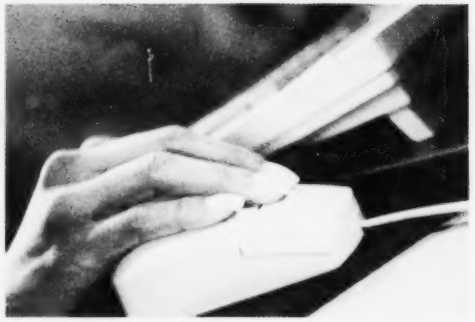
- **Voting and election support**
- **Citizen complaint investigation**
- **Property assessment**
- **Citizen information**
- **Financial stewardship**
- **Human resource stewardship**
- **Information stewardship**
- **Physical asset stewardship**
- **Wholly-owned corporation grants**
- **City land leasing**
- **Managing strategic initiatives**
- **Improving business opportunities**
- **Surplus land sales**
- **Regulating charitable organizations**
- **Taxation of home-based businesses**

Annual service workloads at a glance

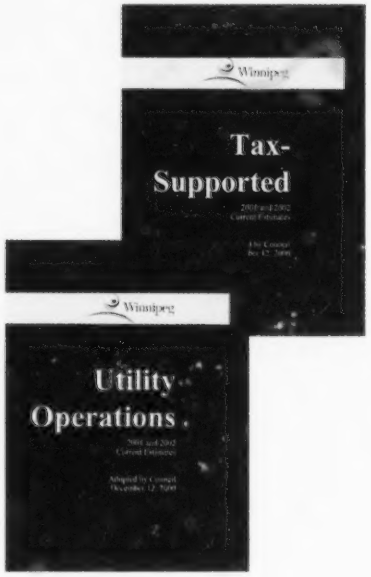
- 400,000 citizens participate in a civic election in a 12 hour period
- 2,500 City Hall inquires
- 1,466 decision appeals
- 199,380 realty parcels assessed at over $25 billion
- 114 personal property parcels valued at $177.8 million
- 13,000 business premises occupants with an assessed rental value of $538 million
- 25,000 lineal feet of historical civic records
- 71,465 accounts payable cheques distributed and reconciled
- 16,362 deposits processed and reconciled
- 83,861 central cashier transactions
- 228,484 direct payroll deposits and paycheques
- $200 million in goods and services purchased
- 230,000 real & personal property tax statements processed
- 1,353 entry level job applications processed
- 75 software application systems supported
- 360,000 online operating system transactions per day
- 523 million square feet of building floor space maintained and operated in 498 buildings
- 2,400 fleet units managed and maintained
- $4.2 million in grants provided to wholly-owned corporations
- Approximately $4.9 million transferred to General Revenue through the sale of 72 properties
- Approximately 900 individual property leases contributed $890,000 to the general revenue account
- 16 Business Improvement Zones representing 5,585 businesses
- administer heritage initiatives valued at over $10 million with the potential to leverage over $30 million in private investment
- 12 major events hosted
- 300 civic leaders attended the 3rd annual Management Business Day
- 45 managers attended pilot sessions for Leadership Development
- 6,700 hits on the HR Intranet Website in three months
- 7,439 training days for civic employees –including 4,979 days for the Microsoft Desktop Standardization Training
- 3,344 licenses in lieu of business tax issued
- approximately 250,000 calls from the public taken by the Water and Waste Customer Service Centre (986-5858)
- 57,116 calls from the public taken at the Public Works Customer Service Centre (986-7623) and 23,634 service requests processed



- Introduced an assessment valuation preview process in an effort to reduce assessment appeals
- Developed a number of city Internet and Intranet web sites, establishing the beginnings of e-government:
  - *Public Works Internet site at www.city.winnipeg.mb.ca/publicworks/report provides an interactive "Report a Problem" feature which connects citizens directly with our Customer Service Centre. One phone call to 986-7623 or an Internet "Report a Problem" request will provide citizens with a connection to any and all of the department's services.*
  - *Planning, Property & Development Internet at www.city.winnipeg.mb.ca/ppd includes an online customer information option. There is also a single Department Customer Information Telephone Line in Planning, Property & Development (986-3500)*
  - *The web-based Bid Opportunity System, put into service by the Materials Management Division in 1999, was expanded to provide for posting bid results*
  - *An electronic Citizen Information Service was developed for the Internet with a link to the Geographic Information System and other property related information*
  - *The business case was approved for a multi-departmental e-government application service provider project focused on online permits, business licenses and requests for property based service*
  - *Introduced Internet service through the Customer Service Centre in the Water & Waste Department*



- Implemented a diversity plan in the Community Services Department that will provide for a more representative workforce
- Introduced the Large Volume Sewer Discount Program in support of economic development
- Installed 24 bilingual signs at The Assiniboine Park Zoo



- Completed the City's first three-year budget. A three-year budget supports better management of Winnipeg's government through a longer-term planning horizon. As well, City Council approved the 2001 operating budget - the second year of its three-year budget - before the beginning of the 2001 fiscal year. The 2001 adopted budget: decreased the property tax rate by 2% for the second time - 4% in total; froze the business tax rate at 1996 levels; protected front line essential services; and increased funding for public safety and transit.

- Received two upgrades on the City's credit rating. Moody's Investor Services from New York, who rate the City at A1, upgraded the City's outlook from stable to positive and Standard & Poors, who rate the City at AA-, upgraded the City's outlook from negative to stable.

- Neared completion of the restructuring of the Civic Pension Plan. The City has received a refund of 1998 and 1999 pension contributions totaling $33.9 million and, through an interim agreement, will benefit from an ongoing reduction in pension expenses. A governance model, consisting of joint trustees, is anticipated to be implemented in 2002. Under this model, the City and the Plan members will share equally in the management of the Plan. Due to strong investment performance, the Plan has had some of the very best investment returns among Canadian pension plans over the last decade. As a result, the Plan members will be receiving benefit improvements while the City can reduce its contributions.

- Transferred $16.5 million of Hydro's profits in 2000 ($17.9 million in 1999) for tax supported services

- Grew the assessment roll by $209.7 million to $25.3 billion, contributing to the City's increasing tax base and its financial stability

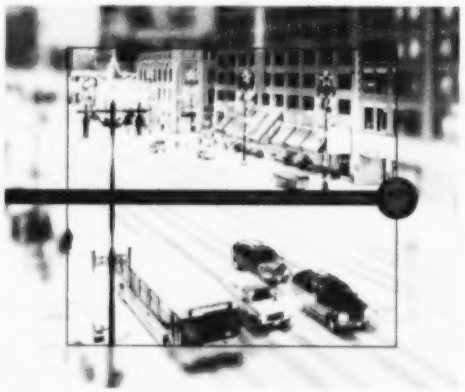
- Visited 50,396 properties to refresh the property assessment database with current property information

- Issued the realty roll early, allowing first level appeals to be heard before tax bills are generated and thereby protecting the City's financial stability

Government and the Economy

- Established, by Council, a number of new reserves including the Pension Stabilization Reserve and three Investment Reserves targeted to support a number of high priority Council initiatives. The three Investment Reserves: "Economic Development", "Heritage Building", and "Housing Rehabilitation" were given $6 million of initial funding.
- Created a special project team to track and process the large dollar value commercial permits outstanding, thereby adding this value to the assessment roll
- Cleared backlog of outstanding assessment appeals - for the first time since the 1987 reassessment, the City is heading into a general reassessment with virtually a clean slate.
- Resolved all remaining significant property assessment appeals at the Municipal Board, reducing the fiscal risk of tax refunds in 2001
- Disposed of surplus assets and material, returning approximately $920,000. Items with no market value were donated to non-profit organizations, including the Children's Hospital, Children's Museum and Headingly Jail.
- Continued the Purchasing Card Program to reduce the administration cost for the payment of small dollar purchases. This program has increased by 40% in transaction volume and 58% in dollar volume over 1999. The purchasing card is now used for approximately 20% of small dollar purchases.
- Established the "Assiniboine Park Enterprise" to develop and program Assiniboine Park and Forest as a business unit, coordinating the efforts of a variety of public and private stakeholders. These efforts will enhance Assiniboine Park as a major cultural and recreational destination and increase this amenity's potential as a community and economic asset.

- Completed a second cycle of departmental business planning and a comprehensive review process
- Initiated development of a system for creating, approving and communicating administrative directives



- Conducted a comprehensive review of all internal services and implemented organizational changes to bring strategic attention to Human Resource and Information Technology management
- Produced the City's first Corporate Action Plan 2000-2002 that aligns all City services to the chapters of Plan Winnipeg. This alignment facilitates a linkage between Council's long-term vision and organizational actions
- Completed research on a profile of clerical staff and the changing nature of clerical work; established two pilot initiatives targeted at enhancing opportunities for clerical staff
- Supported the Plan Winnipeg review process
- Completed research on inter-city comparisons
- Conducted annual public opinion research on City services and areas for improvement
- Furthered development of an Intranet-based site for common research information including population demographics and economic forecasts

- A comprehensive enterprise resource planning system called 'Connexus' is being developed to integrate some of our key business processes. During 2000, we accomplished the following:
  - *established a project Steering Committee*
  - *appointed a Project Director*
  - *commenced the project scoping phase*
  - *established an Advisory Committee*
- Established the city's first Special Operating Agency – 'Animal Services' on January 1, 2000 and developed a monitoring and reporting process for City SOA's
- Completed testing, approval and implementation of Alternative Service Delivery development guidelines
- Completed the feasibility portion of the Fleet Services ASD Study
- Implemented an ASD feasibility study for the Primary Materials operation and completed business plan and selection report sections of the study
- Reviewed the Information Technology sections of all departmental business plans for consistency with corporate goals and for opportunities to share data and integrate systems
- Developed and implemented an information technology emergency preparedness plan
- Streamlined license fee collection process by implementing the BUILD system in the License Branch of the Community Services Department

- Automated Manitoba Hydro and MTS billing payments through the Work Method Improvement Committee. The Committee is currently in the process of automating Centra Gas, MTS Mobility, Winnipeg Hydro and Water & Waste billing payments as well.
- Redesigned the financial impact section of the standard administrative report. All reports coming forward must now report the total net direct costs of the report recommendation and the related impact on the capital and/or current budget.
- Completed a report that analyzed the options available with respect to ownership of Winnipeg Hydro

- Adopted a new strategic direction for Desktop Standardization/Procurement of information technology products. As a result, the City chose a specific manufacturer for desktop products with all purchases made through a single vendor. This direction will lead to a reduction in acquisition costs, as well as benefits like:
  - *installation support and training*
  - *improved cost efficiencies through economies of scale*
  - *value-added services*
  - *a common technical platform*
- Developed a significant number of City intranet web sites. Various departments have created their own departmental web sites that are being used extensively by other departments.
- Established a security framework for City Internet and Intranet projects

- Established six industry-based External Advisory Groups to develop a better understanding of property valuation concerns and provide advice regarding the 2002 General Assessment

- Implemented, through the Payroll Division, a new version of the Employee Management Information System (EMIS) that is utilized by all Departments. An interface to EMIS was also developed for the Winnipeg Police Service Department's new time and attendance system.

- Developed new Workers Compensation payroll processing procedures to ensure that the City is compliant with new Federal legislation. As well, new Federal/Provincial income tax changes were implemented.

- Reduced processing times in the Public Works Department by developing several new electronic system interfaces. The department also developed an automated and standardized Capital Reporting System and an updated Employee Records System to be more user friendly and compatible with current technological capabilities.

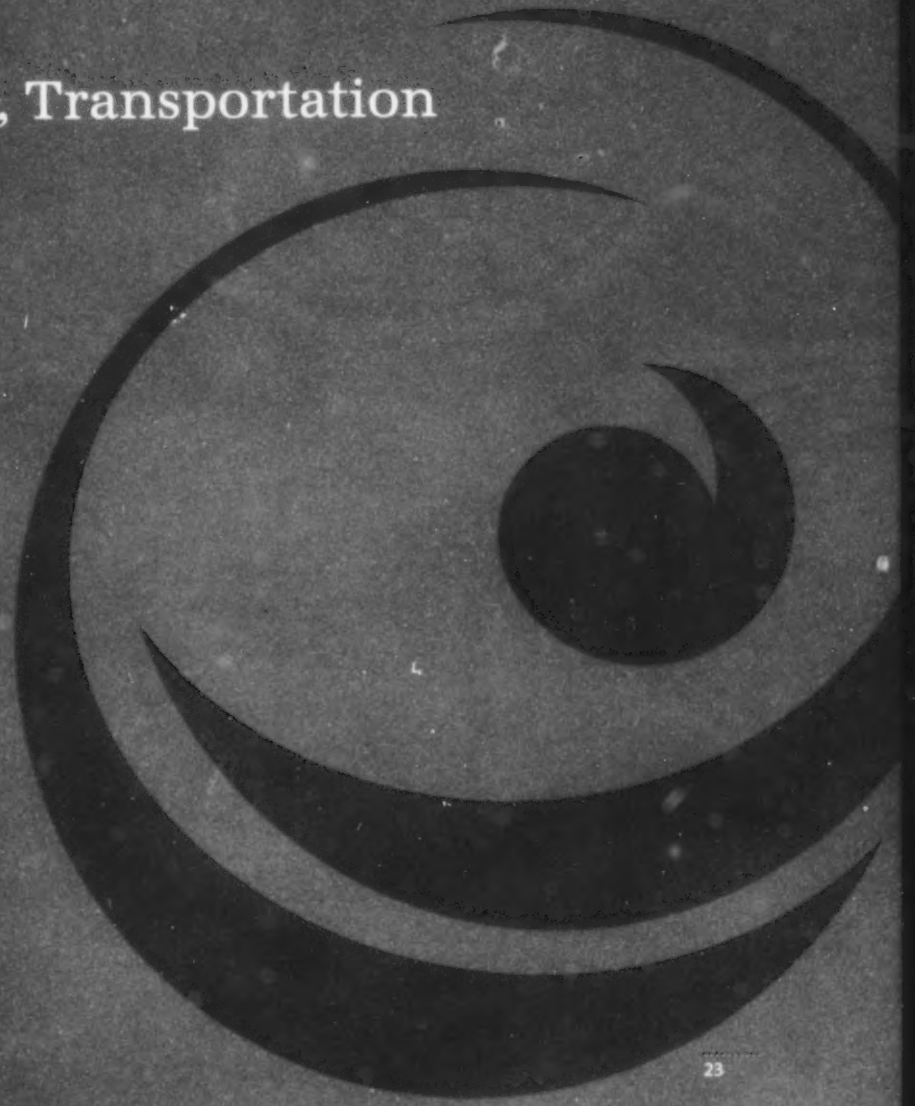
- Purchased a new Workplace Hazardous Materials Information System to monitor chemical hazards in the workplace

- Created a City/CUPE Joint Committee on Education, Training & Staff Development through a Letter of Understanding. The City is investing $3 million in CUPE staff development over the next 2 to 3 years.
- Launched a Human Resource Intranet Website that provides civic employees with access to HR information such as training opportunities, collective agreements and administrative directives. A small team of Corporate HR staff continues to update and enhance the site.
- Conducted the CAO's 3rd annual Management Business Day titled *A Passion to Lead*. This session was attended by 300 of the City's organizational leaders.

- Piloted a new Leadership Development Program for managers and supervisors.
- Initiated a Financial Staff Development Committee to redesign career progression in the City for finance professionals, and also organized a professional development day.
- Coordinated corporate communication efforts around city-wide issues through the Communications Advisory Committee
- Produced several corporate documents including the Performance Report, the Annual Report, and numerous press releases / public information brochures
- Provided communication support and planning on a number of city issues and assisted with press conferences and media relations
- Teamed with Take Pride Winnipeg to stage a fall litter cleanup event and plans for a major spring cleanup in May

Part Three

Planned Development, Transportation and Infrastructure



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March 2001

Part Three

Planned Development, Transportation and Infrastructure

Transit
Public Works
Water and Waste
Planning, Property & Developement Services
Winnipeg Hydro

SERVICES WE PROVIDE INCLUDE:

- **Regular transit**
- **Roadway asset management**
- **Hydro power supply**
- **Waste water collection and treatment**
- **Water production and distribution**
- **Water and sewer infrastructure asset management**
- **Storm sewers**
- **Hydro infrastructure management**
- **Flood control**
- **Handi-transit**
- **Transportation planning and traffic management**
- **Land development**

Planned Development, Transportation and Infrastructure

Annual service workloads at a glance

- 39 million regular transit revenue rides (1% increase over 1999 ridership)
- 432,000 handi-transit rides
- 5 billion total vehicle miles of travel per year on city roadways
- 700 million total person trips per year by vehicle on city roadways
- 1,720 lane km of regional streets
- 5,030 lane km of local and collector streets
- 3,103 lane km of sidewalks
- 2.3 billion kilowatt-hours of hydro electricity consumed annually, increased by 1.7% in 2000
- 23,936 street and lane lights (Winnipeg Hydro service area)
- 114 billion litres of wastewater collected & treated annually
- sewer services provided to 182,000 residential, commercial and industrial customers
- 82 billion litres of water sold annually to 181,000 customers
- 2,381 km of watermains
- 3,246 km of wastewater sewers
- $2.3 million of industrial wastewater surcharge revenue generated
- 74,400 laboratory analyses conducted for water quality, wastewater treatment control, rivers and streams water quality and industrial waste control
- 73 individual drainage sewer districts & 160 hectares of stormwater retention basins
- Land development applications
  - *706 variance applications*
  - *321 conditional use applications*
  - *32 rezoning applications*
  - *2 subdivision applications*
  - *26 subdivision and rezoning applications*
  - *48 short term subdivisions*
  - *11 zoning agreement amendments*
- Street, sewer and water permits issued:
  - *928 Residential Parking Permits*
  - *405 Parking Privilege Cards*
  - *4,857 Cut Permits*
  - *1,685 Services Application Permits*
  - *1,738 Services Permits*
  - *874 Approach Construction Permits*
  - *532 Move Permits*
  - *439 "Use of Street" Permits*
  - *49 Block Party Permits*
  - *196 bridges and grade separation structures maintained*
  - *227 overhead sign structures maintained*
  - *418 road safety installations maintained*

Planned Development, Transportation and Infrastructure

- Received Council approval, in principle, for the recommendations in "Direction to the Future - The Guide to Better Transit for Winnipeg". As a result, Plan Winnipeg includes a transportation framework that contributes to the revitalization of downtown, supports the renewal of older neighbourhoods, improves public safety, and gives priority to transportation investments that are financially and environmentally sustainable.

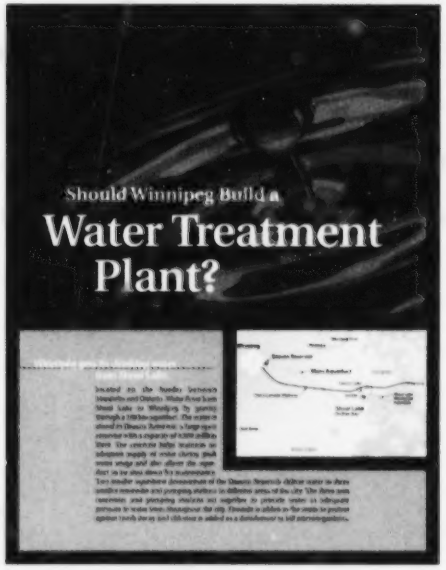
- Prepared and presented a proposed transportation plan to Executive Policy Committee. The proposals include improvements to the major street system that will: reduce congestion, encourage economic development, ease delivery of goods, improve transit operations and support the revitalization of the downtown.

- Implemented discounted Post-Secondary Monthly Transit Pass trial for University of Manitoba, University of Winnipeg, and Red River College students

- Progressed on streamlining of building permit and development application processes:
  - *Development of "Foundation only" permits for housing (with Manitoba Home Builders Association)*

- Enhanced Hydro's point of payment system (one-stop-shop):
  - *Improved customer service by modifying system to accept payment of parking ticket fines*
  - *Installed the system at the Hydro Operating Building, Central Cashiers at City Hall and Water & Waste Department*
  - *Conducted extensive public consultation regarding the development and assessment of alternative alignments for the Moray Street extension*

PLAN WINNIPEG 2020 VISION

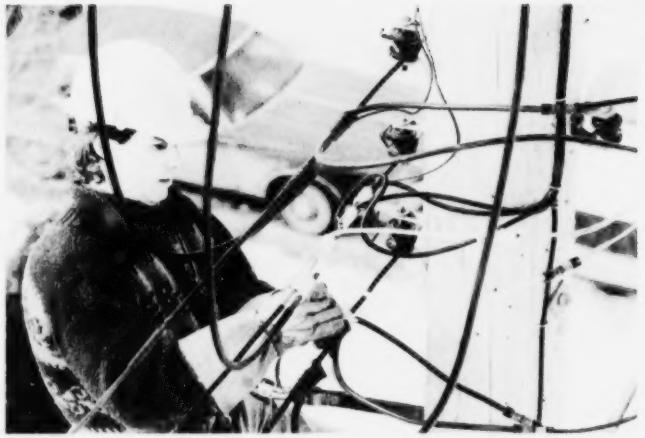


- Established a treatment facility to reduce lead levels in the City's water distribution system
- Received adoption from Council for a Water Treatment Facility for the City's water supply.
- Participated in an engineering study on flood defenses and mitigation plans prepared for The International Joint Commission which resulted in recommendations for enhancing the City's flood protection
- Completed a $1.5 million pipe installation project to enhance the flow of water used for fire protection to St. Norbert
- Improved traffic flow on Bishop Grandin Boulevard by using "real time" information to adjust signal timing "on the fly" during periods of traffic congestion.

Part Three

Planned Development, Transportation and Infrastructure

- Achieved a record high net income of $27.4 million by Winnipeg Hydro, topping a 1999 record high of $26.6 million.
- Completed the first full year of operation of the Straflo Unit No. 1 at Pointe du Bois generating station, achieving an 8.4% increase in hydro-electric generation.
- Increased the asset replacement reserve for Pointe du Bois redevelopment to $19.4 million, an increase of $3 million over last year



Part Three

Planned Development, Transportation and Infrastructure

- Successfully developed business principles for road asset management and a plan for full implementation of a road asset management system
- Developed a graphics-based system for managing legal land survey documents required for city use and issuance of approvals
- Implemented a Laboratory Information Management System in the Water & Waste Department to improve customer service
- Continued with Phase II of the installation of fibre optic cable between all Hydro substations.
- Continued design of new 138 kV Pointe du Bois-Winnipeg transmission line, including continued work by the Planning, Property and Development Department and Legal Services to formalize ownership of transmission line right-of-way property
- Provided underground distribution to commercial developments at the north-east corner of Wilkes and Waverley.
- Implemented Hydro meter reading productivity improvements
- Continued computer system planning in preparation for new systems such as computerized mapping (AM/FM project), customer billing, computerized work management system and Enterprise Resource Planning (ERP)
- Completed work to upgrade the street lighting plant on the Louise Bridge while work on the Arlington Bridge is approximately 50% complete
- Implemented significant improvements to the Hydro electronic general ledger entry system
- Reengineered the system that provides Hydro distribution asset management. A company has also been hired to provide an independent project audit, implementation services, development procedures and quality control routines

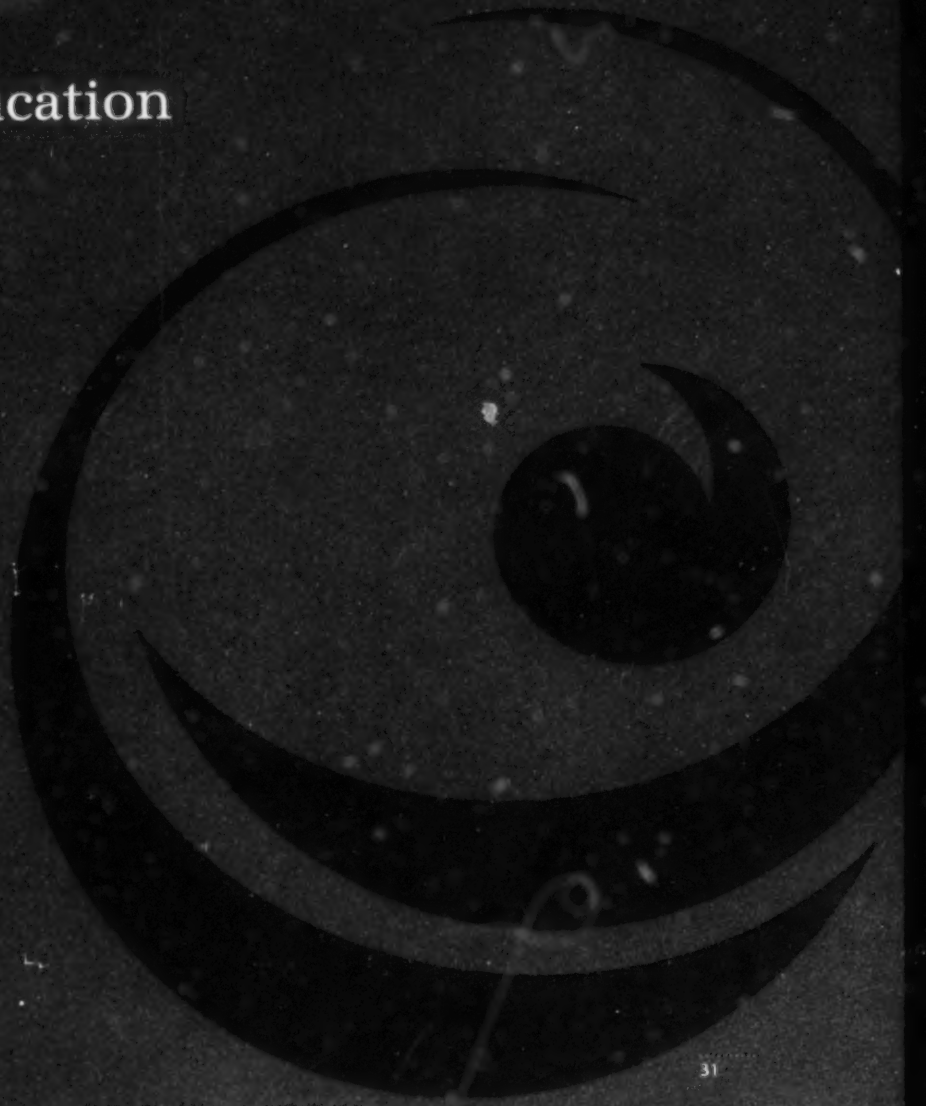
Part Three

Planned Development, Transportation and Infrastructure

- Completed renovations, improvements and construction on numerous civic buildings and buildings used for civic purposes, including the Hamilton Building and Fort Garry Place
- Developed a Physical Asset Management Program for facilities under the jurisdiction of the Public Works Department
- Completed the second year of an annual survey of internal customer satisfaction with building maintenance and operational services
- Implemented a bridge asset management system in the Public Works Department
- Implemented electronic document management in the Bridge Maintenance and Inspection Branch of the Public Works Department

Part Four

Safety, Health and Education



Report on Performance 2000

March 2001

Part Four

Safety, Health and Education

Police Services
Water and Waste
Public Works
Winnipeg Hydro
Planning, Property and Development Services
Fire Paramedic
Community Services
CAO Secretariat

SERVICES WE PROVIDE INCLUDE:

- **Fire and rescue**
- **Police 911 and non-emergency response**
- **Medical emergency response**
- **Crime investigations**
- **Roadway snow and ice removal**
- **Community crime prevention**
- **Traffic law enforcement**
- **Property standards and by-law enforcement**
- **Building permits and inspections**
- **Environmental health services**
- **Street lighting**
- **Electrical safety promotion**
- **Trades licensing**
- **Graffiti control**
- **Emergency preparedness**
- **Job placement**
- **Disaster relief**
- **Crisis support and social development**
- **Animal control and care**
- **Abandoned bicycle recovery and disposal**
- **Children and youth library use**
- **French library services**
- **Library information and reference**
- **Library facilities and equipment use**
- **Library material use**
- **Library outreach**
- **Burials and perpetual maintenance**
- **Public event support**

Annual service workloads at a glance

- 57,000 medical responses
- 32,000 fire & rescue responses
- 173,000 '911' calls received
- over 253,000 calls for police service (over 163,000 dispatched)
- over 63,000 crimes investigated
- 10,000 participants in community crime prevention presentations
- 24,600 lane km of street snow plowing
- 14,000 km of sidewalk snow plowing
- 94,900 tonnes of street and sidewalk salt / sand applied
- 160,000 cubic meters of snow hauled and dumped
- over 48,000 moving violations
- over 209,000 parking violations
- 65,000 building code inspections
- 13,000 property standard by-law inspections
- 6,500 food handling establishment inspections
- 2,676 responses to unsafe housing notifications
- 559 food-related complaint responses
- 12,000 premises inspected by Environmental Health Officers
- 1,250 whirlpool & wading pool inspections
- 125 vulnerable person / crisis response resource connections
- 68,113 street and lane lights
- 2,700 Call Before You Dig electrical clearances
- 27,000 properties inspected by fire, health and building inspectors working together
- 36,000 building permit applications
- 240 arrests by the Arson Strike Force
- 250 youth counseled in the Youth Fire Stop program
- 298,447 registered library card holders
- 3 million annual library visits
- 5.4 million library items circulated
- 359,254 reference questions at libraries
- 2,492 library programs
- 56,135 children and adults attended library programs
- 386,904 reserves placed on library material
- 925,591 items inter-loaned between library branches
- approximately 50,000 gravesites maintained
- 1,000 interments annually
- over 21,000 square meters of graffiti removed city-wide
- 804 service requests processed and 589 informational calls taken by the Public Works Customer Service Centre regarding graffiti removal
- 954 guilty pleas and convictions in by-law court
- 482 new street and lane lights added

Part Four

Safety, Health and Education

- The Winnipeg Committee for Safety is a citizen's committee dedicated to addressing city-wide safety concerns.

  In 2000, the committee listened to Winnipeggers in four *Community Conversations*; secured $120,000 in Winnipeg Development Agreement funding to begin addressing community needs; and launched a *Safety Tool Box* designed to equip neighbourhoods for their own safety initiatives.

- The Police Service has created a Family Violence Intervention Team. Focusing on prevention, this new program consists of one detective and one social worker. This team investigates potentially high-risk domestic incidents where police have responded once and no charges have yet been laid.

- Provided significant support across many departments for the "Building Safer Communities" initiative. The Anti-Arson Hotline (986-1000) operated by the Public Works Customer Service Centre took 982 calls.

- Completed a Fire Paramedic risk assessment report that optimizes emergency response resource utilization

- Achieved significant progress in establishing a working partnership with the Winnipeg Regional Health Authority. This partnership resulted in the hiring of 32 additional paramedics and $1.59 million in additional funding. The filling of 17 other vacant paramedic positions also supported an enhanced ambulance service delivery model for the citizens of Winnipeg.

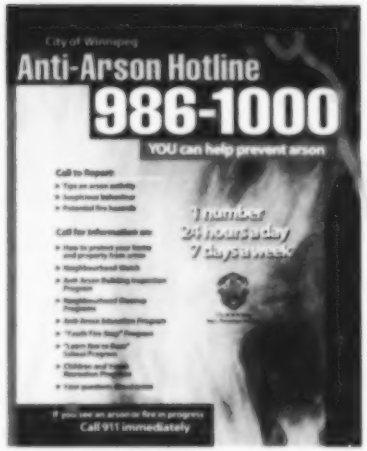
- Achieved significant progress in establishing a working partnership with the Winnipeg Regional Health Authority, the Red Cross, and the Salvation Army in the development of an emergency public aid response

- Implemented initiatives that will achieve a 10% annual increase in fire inspections performed

- Established fire and accident prevention outreach initiatives in the community and in schools

- Included basic safety education and crime prevention techniques and strategies on the WPS web site for easy access by all citizens

- Implemented a call routing system to ensure the effective and efficient use of police resources



Part Four

Safety, Health and Education

- Established an effective and coordinated (cross-departmental) referral process to identify and support citizens at risk
- Implemented various measures to ensure that the location, composition and intensity of street lighting promotes public safety
- Streamlined the Arrest Processing Unit to increase the productivity of investigative units
- Enhanced traffic enforcement:
  - *initiated an aggressive driving campaign which targeted drivers for speeding, running red lights, following too close, blocking intersections and not signaling*
  - *partnered with Manitoba Public Insurance to pilot a "one-stop-shop" environment for the reporting of all hit and run traffic collisions*
  - *development of injury prevention program for teen drivers*
  - *altered methods of ticketing violators of the Diamond Bus Lanes*
  - *implemented Motorcycle Officers Training Course to familiarize officers with handling capabilities of new Harley Davidson motorcycles*
  - *partnered with Manitoba Public Insurance to run a "Driver's Edge - Cops as Co-Pilots" program to enhance the High School Driver Education program and improve the driving skills of the teenage novice driver*

Part Four

Safety, Health and Education

- Established revisions to Winnipeg Police Service Division #21:
  - *created a Sex Crimes Unit which co-ordinates and investigates serious sexual assaults*
  - *selected a Youth Crime and Issues Co-ordinator*
  - *selected a Vulnerable Persons Co-ordinator who liaises with various community and mental health agencies/service providers*
  - *created a High Risk Offenders Unit*
  - *created a Child Exploitation Unit which deals with issues of child pornography and the growth of internet exploitation of children*

- Provided policing of large public events including:
  - *War Affected Childrens' Conference*
  - *Winnie the Pooh Festival*
  - *Blue Bomber Kick-off party*
  - *PGA Tournament*

- Implemented a number of initiatives to discourage traffic congestion and speeding in neighbourhoods

Part Four

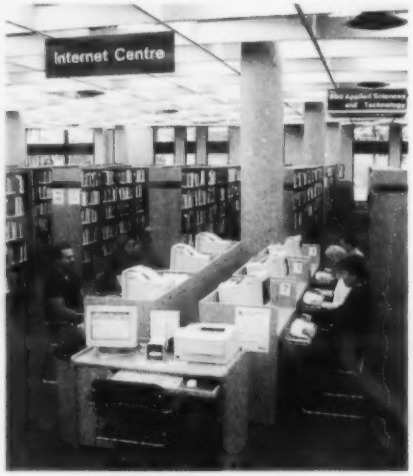
Safety, Health and Education

- Completed phase one of the Community Computer Access Program within the libraries
- Expanded the library 'Parent Pack' program, a program that helps parents provide early childhood development, to two additional branches in the system (Windsor Park and Osborne).
- Increased the number of library outreach van stops to seniors' personal care homes
- Introduced the 'Writer-in-Residence' program at the Centennial Library
- Obtained Young Canada Works grant to provide enhanced library website access to information in both official languages
- Established special library collection at Turtle Island Community Centre in partnership with the local Aboriginal community
- Strengthened resource sharing partnership with provincial Public Library Services via expanded inter-library loan service

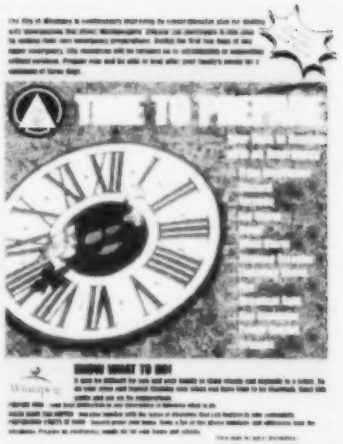
Part Four

Safety, Health and Education

- Obtained a grant from the Bill and Melinda Gates Foundation and installed 64 public access computers in public libraries, as well as a computer training lab
- Obtained a grant from Human Resource Development Canada for the installation of 11 public access computers at public libraries with links to career development information
- Contracted with a library materials collection agency to retrieve outstanding materials and fines

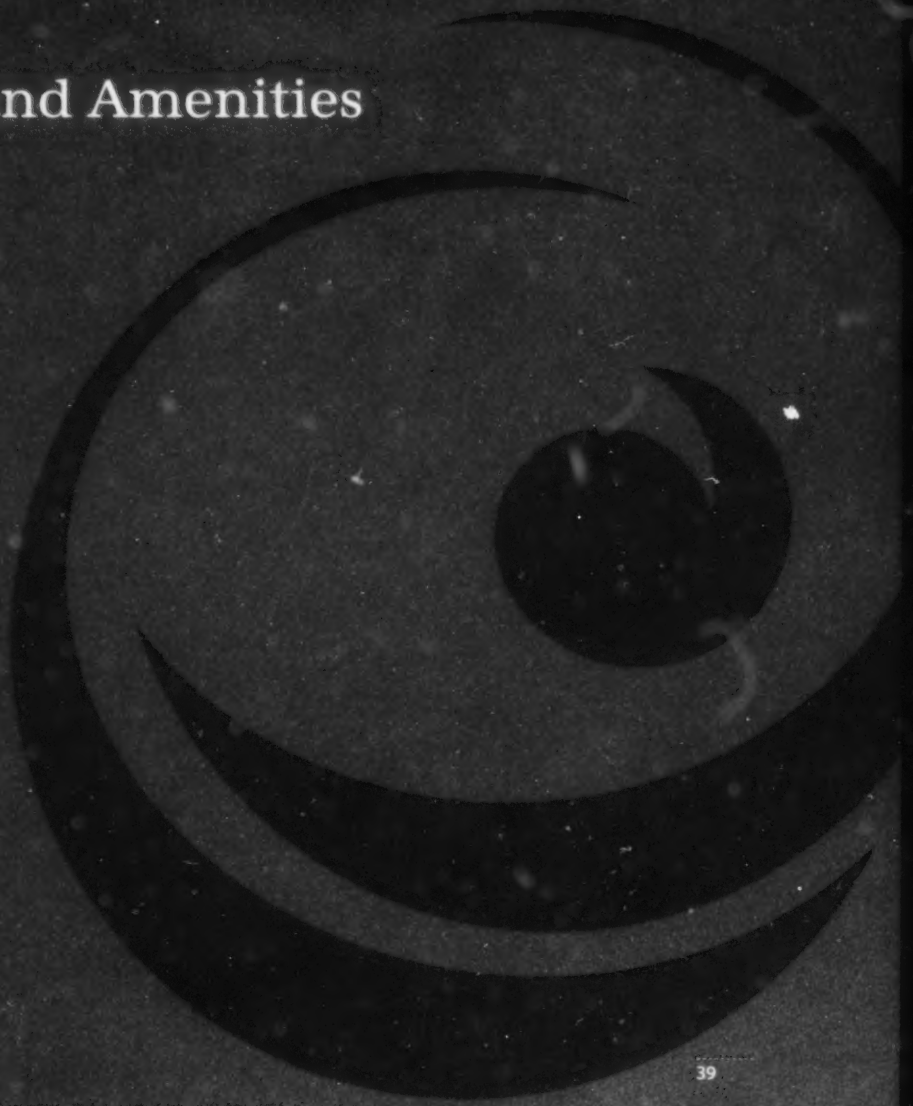


- Implemented a new communications system for the Winnipeg Police Service and commenced the process for a similar system for the Fire Paramedic Service
- Prepared a feasibility study on the use of a helicopter for aerial support activities
- Developed a detailed Emergency Preparedness Plan for each specific area within Emergency Health and Social Services
- Implemented an automated Material Safety Data Sheet system in the Public Works Department
- Created a reciprocal training agreement with the RCMP for police officer training and a contract with the University of Manitoba to provide leadership and management training for the Winnipeg Police Service



Part Five

Environment, Image and Amenities



Report on Performance 2000

March 2001

Part Five

Environment, Image and Amenities

Community Services
Corporate Finance
Public Works
Winnipeg Hydro
Planning, Property and Development Services
Water and Waste

SERVICES WE PROVIDE INCLUDE:

- **Parks and open space**
- **Garbage collection**
- **Landfill operation**
- **Energy conservation education**
- **Residential recycling**
- **Urban forests**
- **Street and boulevard cleaning**
- **Insect control**
- **Zoo exhibition**
- **Conservatory, public gardens & city beautification**
- **Access to and protection of natural area environment**
- **Aquatics services**
- **Children and youth recreation**
- **Community centres and facility development/access**
- **Recreation services**
- **Community recreation development**
- **Operating golf courses**
- **Weed control**

Annual service workloads at a glance

- 231,764 tonnes of garbage collected from residences and apartments
- managed the environmental program for 34 former landfill sites
- 424,488 total tonnes of material were disposed of at the Brady Road Landfill
- 23,954 tonnes of recyclables were collected through the blue box and depot programs
- 16,000 Christmas trees were recycled
- 1,500 tonnes of leaves collected and composted
- 100 tonnes of used tires and 1,000 tonnes of bulk metal were recycled
- 3,500 tonnes of used office paper were recycled from various City offices
- 82,000 residential and 12,000 commercial Winnipeg Hydro customers have access to energy conservation advice
- 26,125 hectares of mosquito larviciding
- 25,000 hectares of residential fogging
- provision of elm bark beetle control for 65,000 trees
- 2,500 'bug line' inquiries annually
- 2 million estimated annual visits to Assiniboine Park
- 527,512 (3-year average) annual visits to Assiniboine Park Zoo
- 400,000 estimated annual visits to Assiniboine Park Conservatory
- 5,500 annual participants in environmental education programs
- 41,100 bookings through 986-BOOK for athletic fields, parks and facility users
- 1.6 million participant visits in recreation programs and facilities
- Operation of 19,000 leisure/recreation programs and 11,000 aquatic classes
- 1,570,796 participant visits in the 13 indoor pools and 11 outdoor pools
- 1,070 community recreation partners plus 72 community recreation centres (18,000 volunteers)
- There are 72 Community Centres in Winnipeg, managed by volunteer boards. The City provides over $4 million in grants to Community Centres, which are used to offset operating costs (not program costs), including maintenance, utilities, and outdoor rinks. The grants are based on an approved universal funding formula which is reviewed every five years.
- Through the Community Incentive Grant Program, $1.3 million of capital funds are distributed to community groups each year. This equates to approximately $85,000 per Council ward.
- The City presently has nine Master School Division Joint Use Agreements, and approximately 90 Joint Use Agreements.
- 229,067 rounds of golf played on municipal courses

(continued on next page)

Annual service workloads at a glance
(continued)

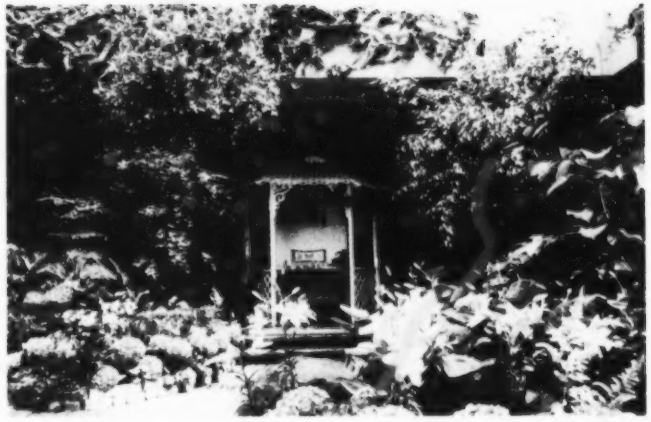
- 59 playground upgrades and renovations
- 13 riverbank and pathway development projects
- 4 athletic field renovation projects
- 6 hockey pens developed on hard surfacing parking lots
- 9 streetscaping and BIZ projects
- 30 conceptual development projects for parks and open spaces
- 18 community development projects (Spence and Turtle Island)
- 153 riverbank authority waterways applications
- 140 riverbank authority waterways approvals
- 4,180 hectares of parkland maintained
- 939 parks
- 620 playgrounds
- 358 baseball diamonds
- 201 soccer fields
- 192 tennis courts
- 764 kilometers of park pathways and walkways maintained
- 5,407 forestry service requests processed and 3,968 forestry informational calls received by the Public Works Customer Service Centre
- 1,094 parks service requests processed and 1,981 informational calls received by the Public Works Customer Service Centre
- 2,419 weed control service requests processed and 748 informational calls received by the Public Works Customer Service center
- 18,000 trees pruned
- 205,000 trees surveyed for Dutch Elm Disease
- 185,000 boulevard trees

Part Five

Environment, Image and Amenities

- Completed 75 park development/ improvement projects totaling $1,596,000 in value – including upgrades and renovations to 59 playgrounds and replacement or upgrading of 35 play structures to conform to new CSA play structure standards
- Attracted 7,000 children and youth participants in over 274 specialized programs through Recreation Programming
- Developed and implemented the Winnipeg Aboriginal Sport Achievement Centre, a sport and cultural program for Aboriginal children and youth. Approximately 350 participants attended the WASAC camp. Forty-two participants attended the Manitoba Indigenous Summer Games, winning 96 medals.
- Implemented leadership development initiatives including "Youth Guard" and "Aboriginal Youth in Recreation", and "Recreation Leadership Development Workshops", which had an attendance of over 750 participants. The purpose of these programs, which are being offered throughout 2001, is to strengthen the partnership between the Centre for Aboriginal Human Resource Development and the City of Winnipeg.
- Renovated the Fort Rouge Leisure Centre, through the provision of a Winnipeg Development Agreement grant. This facility provides numerous programs and services to seniors, children, youth, and the community. This facility is a 'flag-ship' of the community resource model, as it includes Environmental Health Services, Library Services, Recreation Services, Police Services, and a community kitchen.

- Reduced the use of herbicides in and around playgrounds, and commenced the use of an aquacide machine to kill weeds using superheated steam instead of herbicides
- Conducted tree planting programs with community groups to enhance the natural habitat along rivers and streams
- Continued delivery of the Dutch Elm Disease Program to protect mature elms which contribute to Winnipeg's unique character and beauty
- Participated again in the "Communities in Bloom" national competition. This program promotes environmental awareness and is designed to involve communities in improving the visual appeal of Canadian cities
- Continued work with over 35 community groups to supplement park maintenance and improvements resulting in more attractive parks and neighbourhoods with an enhanced sense of community pride and ownership

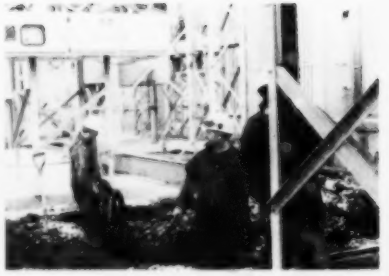


- Increased revenue from recyclables from $1.2 million in 1999 to $3.0 million in 2000 by identifying new markets for the sale of recyclable materials
- Increased naturalization of low use grassland areas in parks to preserve the natural environment and reduce mowing requirements
- Gained Council approval to develop a business plan for a Golf Course Special Operating Agency

Part Five

Environment, Image and Amenities

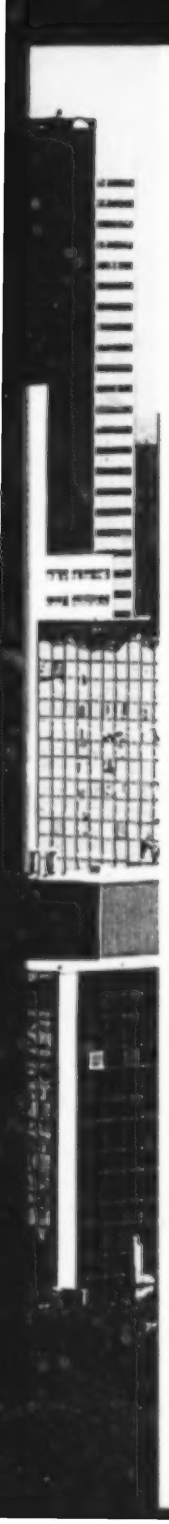
- Prepared two Hydro energy management studies and issued reports:
  - *Moisture Study - Pointe du Bois Duplexes*
  - *Water Heater Load Control - Winnipeg*
- Researched the following environmental opportunities:
  - *River water heat pump system for Pointe du Bois Store & Staff House*
  - *Electric thermal storage heating trial for Pointe du Bois Duplex Housing*
  - *Electric furnace efficiency testing in Pointe du Bois houses*
- Sponsored energy audits for major commercial customers:
  - *Winnipeg Arena – carried out under Manitoba Energy Management Task Force Student Energy Audit Competition, Major Sponsorship & Mentor (1st Place Winner - identified $70,000 potential annual saving)*
  - *Student audits for 7 other commercial buildings as part of the competition*
- Participated in Environmental promotion activities:
  - *Supported IPLC Parking lot controller for entry in Canada's Office of Energy Efficiency Technology Award (1st Place Winner)*
  - *Nine (9) Power Smart articles in Hydro Newsletter to over 90,000 customers/month*
  - *Assisting with Business Partnership for Action on Energy Efficiency Workshop*
  - *Supported "Take Pride Winnipeg" Christmas Lighting Contest*
  - *Promoted Dollars to Sence Energy Workshops - 16 commercial customers attended*
  - *Supported, technically, Dollars to Sence Energy Workshop for Hotel Association*
- Planned an Internet Website that will include Hydro Power Smart Information
- Established a Weed Control Advisory Committee to review weed control policies and procedures, explore alternatives to herbicides, and initiate public education and awareness initiatives
- Administered the construction of riverbank stability restoration at five sites along the Red River



Appendices

Report on Performance 2000

March 2001



Appendix

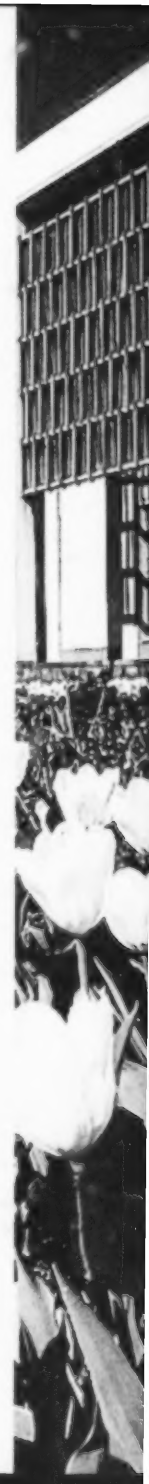
Ongoing Initiatives

- Pursuing a Downtown safety plan focused on prevention
- Partnering with CentreVenture to facilitate community involvement and downtown development
- Developing building code and zoning equivalencies for existing buildings
- Working with CentreVenture and the Historical Buildings Committee to administer Heritage Incentive Programs
- Implementing the North Main Street Development Program
- Developing a comprehensive housing policy and implementation framework
- Administering a Home Renovation Tax Assistance Program
- Negotiating with the Province to establish a new community revitalization program
- Funding the Winnipeg Housing Rehabilitation Corporation
- Partnering with community groups
- Continuing development of the Community Resource Model directed at ensuring City services are tailored to neighbourhood needs.
- Utilizing the community resource area framework for the ongoing development of community profiles
- Enhancing municipal service delivery to citizens and customers
- Re-establishing a Downtown Design Review Team to review Downtown Design Board applications on a weekly basis
- Developing design guidelines under Downtown Zoning By-law
- Partnering with Flora Place Housing Association and the Provincial Government for improvement and redevelopment of this housing complex
- Facilitating the sale of older residential buildings and property to community and non-profit organizations for the purposes of rehabilitation
- Partnering with the Downtown BIZ to support their efforts to improve cleanliness of downtown streets sidewalks and public places through funding for BIZ clean-up staff and sidewalk vacuums
- Streetscaping downtown streets
- Developing Waterfront Drive

Appendix

Ongoing Initiatives

- Conducting internal consultative work on the Human Resources Strategic Plan and developing a vision for Human Resources and Organizational effectiveness, supporting key success factors, etc. - to be rolled out in 2001
- Conducting an extensive internal consultation process towards the establishment of technical and design standards and guidelines for Internet and Intranet development. Will improve how City presents itself to world, as well as internal efficiencies and improved information sharing. Recommendations expected to be approved in early 2001
- Supporting, developing and implementing Alternative Service Delivery (ASD) initiatives
- Working towards completion of Parking Services ASD Feasibility Study
- Establishing processes relating to administrative report flow
- Implementing best practices, cross departmental initiatives, and technological improvements across all services to reduce red tape, enhance customer service and increase efficiency
- Conducting efficiency and economy reviews
- Maintaining strong working relationships with staff and unions
- Avoiding new external debt for tax supported programs
- Improving long-term financial forecasting
- Updating the Financial Management Plan
- Working in partnership with CentreVenture to expedite new opportunities in the downtown and promote the recruitment and retention of business
- Developing a comprehensive economic development strategy including a competitiveness and incentive policy
- Providing support for business, film and BIZ groups liaison functions
- Working in partnership with the Province, Red River College and the Princess Street Consortium to expedite successful completion of the Princess Street campus
- Evaluating and revising zoning by-laws to reflect the current and evolving needs of the community
- Streamlining processes that support economic development and customer service including on-line building permit applications services, and automated building inspections booking systems
- Providing support for the Mid-Continent International Trade Corridor and trade missions
- Working to attract major events that are strategically advantageous to Winnipeg
- Reviewing Development Agreement parameters
- Responding to the Real Estate Management Audit including a review of policies, processes and pursuit of improvements in financial management, property management software and automation of work processes
- Developing a corporate asset management strategy, including rationalization of the City's physical real estate assets to determine what properties are needed by the City and which can be leased or sold
- Promoting and implementing e-commerce through electronic invoicing and payments with major utility vendors
- Continuing a multi-year business planning process for all departments



Appendix

Ongoing Initiatives

- Increasing investment in infrastructure
- Maintaining asset replacement reserves to fund investments without need for external financing
- Adopting a 6-year Capital Budget emphasizing pay as you go and long term infrastructure renewal
- Advocating for infrastructure funding from federal and provincial governments
- Improving and renewing regional and residential streets (with provincial assistance)
- Improving the transit network in southwest Winnipeg and Transcona as well as 8 new express routes, non-stop service between downtown and University of Manitoba, new low-floor buses, and additional traffic priority measures for buses
- Increasing our attention to asset management policies, systems, practices and training
- Developing a comprehensive asset management program in the Public Works Department that optimizes investment in municipal infrastructure, specifically the street system, parks and open spaces, and buildings
- Implementing a Computerized Work Management System
- Implementing a Computerized Laboratory Information Management System
- Implementing a cathodic protection program for metallic watermains
- Implementing a sewer condition assessment and rehabilitation program
- Conducting a study of Ammonia and effects on River Aquatic Life
- Constructing flood protection dikes of individual properties and communities, under a tri-partite agreement with Canada and Manitoba

Appendix

Ongoing Initiatives

- Using cross-departmental teams to address key safety concerns
- Increasing education and involvement of "partnerships" in fire and crime prevention including the involvement of the general public and civic workforce
- Enhancing community policing
- Sponsoring proactive community leadership groups focused on loss and injury prevention
- Implementing a 9 point downtown safety plan
- Researching photo technology for traffic enforcement
- Improving roadway lighting levels to increase public safety through visibility
- Delivering electrical safety programs for children
- Planning for disaster / emergency preparedness
- Assisting vulnerable citizens in the community by linking them with appropriate services.
- Conducting social research on improved quality of life for City residents
- Improving public access to electronic information resources through technology at the libraries
- Acquiring and promoting library materials to targeted communities
- Increasing access to quality library programs and services including partnerships with library stakeholders and other libraries
- Expanding and improving the library website
- Enhancing security of library assets
- Continuing discussions with the Manitoba Home Builders' Association regarding streamlined building permit approval processes
- Continuing the "Together Against Graffiti" Program in partnership with Take Pride Winnipeg and BIZ groups

Appendix

Ongoing Initiatives

- Naturalizing select park areas and open spaces
- Pursuing an "Adopt-a-Park' program
- Preparing a Zoo Master Plan and associated economic analysis on the financial implications for the Assiniboine Park, the Zoo, and the Conservatory, collaborating with various private and public stakeholders within Assiniboine Park, and subsequently developing business and marketing plans.
- Continuing development of the Winnipeg Hydro Environmental Management System as mandated by the Canadian Electricity Association
- Continuing the Power Smart energy conservation program
- Participating in the "Communities in Bloom" National Competition
- Continuing the Dutch Elm Disease (abatement) Program

Winnipeg
Embrace the Spirit • Vivez l'esprit